

Program Description

The Concord Municipal Light Plant (CMLP) is responsible for providing electricity to more than 7,200 residential, municipal, and business customers throughout Concord. Since the Light Plant does not have generating capability, it purchases its power from outside suppliers. To distribute the electricity, the CMLP operates three substations along with transmission and distribution facilities. Power lines are maintained by CMLP line workers. To monitor the system, the Light Plant has a modern, consolidated operations center. In addition, the CMLP staff is responsible for reading electric and water meters, and for providing customer service.

The mission of the CMLP is to supply in a responsible and courteous manner reliable and cost effective energy services that meet the current and future needs of its customers. In support of this mission, the CMLP is committed to improving service to its customers, and maintaining a safe and positive work environment for its employees. Furthermore, the CMLP's goal is to develop and maintain a reliable and secure supply of electric energy at a reasonable cost. The CMLP strives to provide service at competitive rates that are fair to all customers. Applicable environmental regulations are to be met or exceeded. The CMLP staff is responsible for engineering, constructing, and maintaining the electrical transmission and distribution system, related facilities, and equipment, so that current and future customer needs will be met. Finally, the mission statement specifies that the CMLP's goal is to develop and implement energy conservation and load management programs designed to reduce system peak load, and to educate customers in energy efficiency and the wise use of energy.

CMLP's Power Supply Strategy

From the turn of the century through the end of the 1920's, Concord Light provided all of Concord's electricity needs from its coal fired generating plant located on Keyes Road. Around 1930, the coal plant was retired in favor of purchasing all the electricity needs of the Town from the Edison Illuminating Company of Boston (NSTAR). This relationship continued through May, 2002 when Concord began purchasing all of its electricity from Constellation Power Source, Baltimore, MD, as NSTAR had exited the generation business under deregulation. The economically favorable Constellation contract expires October, 2009 and is only renewable at a much higher cost.

Since the deregulation of the generation portion of the electric utility industry in the mid 1990s, uncertainty and risk have increased significantly and generation companies are no longer offering to provide total electrical requirements at what we would consider reasonable rates.

Of the other power supply options currently available, the strategy of choice among electricity providers like Concord Light is to diversify by owning or contracting for portions of existing or new generating plants and to contract for specific amounts of electricity for specific periods of time to meet customer needs. These options now comprise Concord Light's power supply strategy which is to economically and reliably meet the Town's energy needs when the current contract with Constellation expires in 2009.

To this end, Concord Light has recently agreed to purchase approximately 10% of the new plant being built by the Braintree Municipal Light Department and has expressed a similar interest in the proposed plant by the Taunton Municipal Light Plant. In addition, Concord Light is exploring other power supply opportunities to economically and reliably meet the electricity needs of Concord including renewable energy alternatives. In this regard, Concord Light has been working

closely with the owner of the Acton Hydro generating plant, located along Route 62 just over the Concord town line, to restart the facility and provide a green power option to Concord. Although the hydro plant is ready to operate, there has been a delay in its operation as a result of damage two years ago to the flood control facilities located at the dam. Until plans are approved and permits are granted, the unit cannot generate. It is not known when repairs will be complete. As of last year, some fifty-five residential customers have signed up for over 150,000 kWhs of green power from the Acton plant in support of a cleaner environment. Additionally, CMLP is seeking power from sustainable energy sources such as the Berkshire Wind Farm and several other hydro and wind projects.

Because reducing energy use should be part of any power supply strategy, Concord Light has a budget for energy services and conservation of just over \$207,000 for 2007. Energy services include: energy conservation promotions and audits, light bulb and efficient appliance rebates, participation in the Town wide conservation initiative under Concord Conserves, electric thermal storage heating rebates, key account and municipal building energy audits, residential conservation services and new web sites aimed at energy conservation. CMLP is also sponsoring solar PV and a solar hot water demonstration project this spring in order to document installation costs and potential savings.

To ease the transition from the current contract with Constellation, which is considerably below current market prices, to the anticipated higher prices in 2009, Concord Light started setting funds aside in January, 2006 in the Rate Stabilization Fund. These funds will be used to mitigate the impact of the higher prices for electricity expected in 2009.

CMLP's Energy Sales Forecast for 2007:

An integral part of Concord Light's annual budget is the forecast of energy sales which drives revenues as well as power supply cost. The energy sales forecast for 2007 is 177 million kWhs, which is approximately the same as the 177 million kWhs sold in 2006. Kilowatt hour sales had been steadily increasing from 1997 through 2005 when sales peaked at 180 million kWhs due primarily to very warm summer. In 2006 sales dropped to 177 million kWhs and, as noted, are predicted to remain the same in 2007.

Major Budget Changes in 2007:

The largest expense in Concord Light's budget is the power supply expense, which is projected to fall from an actual preliminary estimate of \$11,400,256 in 2006 to \$9,780,024 in 2007. This is due to a large drop in RMR (Reliability Must Run Generating Units) charges from ISO New England that resulted from a settlement regarding previous overcharges.

Tree trimming along the sixty street miles of Concord Light's overhead distribution system is scheduled from time to time in order to reduce electrical outages due to falling limbs and trees. During the past two years, trees have been trimmed on an as needed basis but in 2007 the intent is to begin again the three year cycle of trimming all the trees overhanging power lines. The estimated cost in 2007 based on the last contract is \$100,000, plus another \$15,000 for spot trimming by Concord Light crews. This is an increase of about \$102,000 over the 2006 spending level.

Outside Engineering Services are estimated to be \$185,000 as the Light Plant begins to evaluate supply capacity requirements for the short and long term. The current substation at

Forest Ridge and the transmission lines entering Concord from the NSTAR substation in Maynard are nearing capacity with an allowance for sufficient redundancy. Engineering studies need to be undertaken to assess how best to provide additional capacity, including design and cost estimates. This study will take some time to complete but will commence this year.

Concord Light has terminated its membership in the Massachusetts Municipal Wholesale Electric Company, as it was determined the services provided were no longer comparable to the expense. Dues in 2007 would have increased about 60% to about \$160,000.

There was also a significant drop in the budgeted amount for the sick leave, vacation leave, and holidays line item. This is due to the costs of these items for non-line division positions being included in the Administrative and General Salaries line, which is now higher to incorporate these costs.

CMLP makes an annual payment in lieu of taxes (PILOT) to the General Fund. This PILOT is applied as revenue to the General Fund, and reduces the property tax levy accordingly. The current formula, which was adopted by the Light Board in March 1994 in consultation with the Town Finance Director, uses net book value of utility plant in service as of June 30 multiplied by the commercial/industrial property tax rate adopted by the Board of Selectmen at the end of the calendar year to determine the PILOT for the Town's subsequent fiscal year. This process is the same as would be used for other utilities, such as NStar or Keyspan. One major difference in the process, however, is that CMLP's payment is never reduced. By agreement, there is a ratchet in the formula, such that whenever the calculation of the PILOT for a new year would be less than the current payment, the new PILOT is set to maintain the current level. This adds stability to the General Fund budget process. The PILOT has been \$340,000 the past several years, and will remain at \$340,000 for CY2007 (the Town's 2008 fiscal year).

Finally, the list of authorized positions reflects a decrease in one position that has remained unfilled for a portion of the past year. Concord Light is currently evaluating whether this position should remain unfilled, or whether it will be necessary to fill the position later in the year.

Projection of Operating Results

For the CY2007 budget, the projected revenues from sale of electricity are \$18,270,058, which is \$212,016 (1%) less than the operating revenues of \$18,482,074 in CY2006.

In CY2007, total operating expenses are projected to be \$1,450,267 less than CY2006 actual preliminary total operating expenses: \$14,641,320 versus \$16,091,587. Of the total operating expenses, the major item is the power supply expense, which is projected to account for 73% of operating expenses (excluding depreciation expense). This percentage is compared to 77% in CY2006. Excluding power supply expense and depreciation, other operating expenses are budgeted to increase by 4% from \$3,418,246 in CY2006 to \$3,552,630 in CY2007. Most of this increase is accounting for increasing salaries, and rapidly increasing employee pensions and group benefits (especially health insurance).

Operating income is projected to increase from \$1,221,538 in CY2006 (actual preliminary) to \$1,590,924 in CY2007. When non-operating items are taken into account, the net income is projected to increase from \$1,881,279 CY2006 (actual preliminary) to \$2,280,815 in CY2007.

The rate of return on plant assets is projected to be about 3.9% for CY2007 compared to 3.2% for CY2006 (estimate) and 3.4% for CY2005. The rate of return is calculated by dividing the net return by the cost of the plant at year-end. The net return is the net operating income minus the debt principal repayment. The net return is projected to be \$1,745,815 for CY2007.

Capital Spending

As the table on Page IV-5 summarizes, the total capital spending, total additions to utility plant in service, for CY2007 is projected to amount to \$1,546,000, derived from \$824,000 from the depreciation fund, \$300,000 from bonds, and \$422,000 from the underground fund. Total available funds at the beginning of the year are estimated to be \$3,021,385, with \$2,088,232 in additional funds available from CY2007 operations, bringing the total available sources to \$5,109,617. Utilizing \$1,546,000 for capital needs will leave an estimated \$3,563,617 at the end of CY2007.

LIGHT PLANT
SUMMARY OF CAPITAL SOURCES AND NEEDS, CY2007

<u>Description</u>	<u>Depreciation</u>	<u>Bond</u>	<u>Underground</u>	<u>Total</u>
<i>Available @ 1/1/2007 (Estimated)</i>	\$854,485	\$0	\$2,166,900	\$3,021,385
<u>ADD PROJECTED CAPITAL SOURCES FOR 2006:</u>				
Bond/Note Proceeds	\$0	\$300,000	\$0	\$300,000
Underground Surcharge	\$0	\$0	\$333,565	\$333,565
Depreciation Expense	\$1,308,667	\$0	\$0	\$1,308,667
Interest Earnings	\$51,000	\$0	\$95,000	\$146,000
Sources from 2007 Subtotals	\$1,359,667	\$300,000	\$428,565	\$2,088,232
<u>LESS PROJECTED CAPITAL NEEDS FOR 2007:</u>				
Construction/Expenditures	(\$824,000)	(\$300,000)	(\$422,000)	(\$1,546,000)
<i>Available @ 12/31/2007 (Projected)</i>	\$1,390,152	\$0	\$2,173,465	\$3,563,617

Town of Concord, Massachusetts

LIGHT FUND (Concord Municipal Light Plant)

FUND 62

OPERATING REVENUES (\$)

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
Sales of Electricity:				
Residential Sales	6,578,939	7,166,720	7,678,103	7,858,883
Commercial and Industrial Sales	8,206,129	8,614,091	9,690,519	9,665,493
Municipal Sales:				
Street Lighting	65,461	66,390	58,429	76,000
Lighting and Water Heating for Mun. Bldgs. & Reg. School	714,925	832,618	1,055,025	669,680
Miscellaneous Sales	36,673	83,218	0	0
Operating Revenues Billed Totals	15,602,127	16,763,037	18,482,074	18,270,058
Provisions for Purchased Power Adjust.	0	0	0	(351,886)
Net Change in Unbilled Revenues	(8,340)	(11,094)	183,570	0
Power Supply Refunds	0	0	(483,532)	0
Provision for Rate Stabilization	(767,805)	(452,949)	(868,987)	(1,759,428)
Miscellaneous Revenues	0	0	0	73,500
Operating Revenues Totals	14,825,982	16,298,994	17,313,125	16,232,244

OPERATING SALES (KWH)

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
Kilowatt-hours Sold:				
Residential Sales	67,532,683	71,460,881	69,350,695	69,663,820
Commercial and Industrial Sales	98,493,226	98,530,858	97,723,020	96,236,835
Municipal Sales:				
Street Lighting	772,122	784,410	674,667	780,825
Lighting and Water Heating for Mun. Bldgs. & Reg. School	7,794,137	8,697,534	9,955,230	10,068,538
Electric Sales Billed Totals	174,592,168	179,473,683	177,703,612	176,750,000
Net Change in Unbilled Sales	(403,261)	86,541	(445,812)	0
Operating Sales Totals	174,188,907	179,560,224	177,257,800	176,750,000

Source: 2004 & 2005 data are actual data from audited financial statements; 2006 data is from preliminary unaudited financial statements; 2007 data is the budget adopted by the Municipal Light Board on January 9, 2007.

LIGHT FUND (Concord Municipal Light Plant)	FUND 62
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OPERATING EXPENSES (\$)

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
Operating Accounts:				
Power Supply Expense	9,264,779	10,200,943	11,400,256	9,780,024
Transmission & Subtrans. Expenses:				
Operation	22,484	0	7,994	3,000
Maintenance	125,604	78,715	96,020	84,000
	148,088	78,715	104,014	87,000
Distribution Expenses:				
Operation	157,617	137,058	127,709	135,500
Maintenance	557,707	308,122	298,076	384,800
	715,324	445,180	425,785	520,300
Customer Accounts Expenses:				
Meter-reading Labor and Expenses	51,176	42,666	44,760	45,000
Billing, Collecting, & Assoc. Costs	115,206	116,399	118,574	118,000
Customer Information Services	123,819	124,205	215,514	207,200
Uncollectible Accounts	7,646	10,647	3,449	8,300
	297,847	293,917	382,297	378,500
Administrative & General Expenses:				
Operations:				
Administrative & General Salaries	685,480	714,929	701,011	823,000
General Fund Services	202,917	206,910	214,966	201,630
Office Supplies and Expense	135,673	129,355	108,556	109,000
Outside Services Employed	304,734	473,118	269,834	515,000
Property Insurance	49,068	43,823	70,374	72,600
Employee Pensions & Group Ben.	443,237	473,055	494,796	493,000
Sick Leave/Vac. Leave/Holidays	265,550	267,470	312,451	84,000
Miscellaneous Expenses	128,108	26,067	67,883	126,600
Maintenance of General Plant	126,235	142,705	266,280	142,000
	2,341,003	2,477,433	2,506,151	2,566,830
Operating Accounts Subtotals	12,767,040	13,496,188	14,818,502	13,332,654
Depreciation Expense	1,178,262	1,193,876	1,273,084	1,308,667
Operating Expenses Totals	13,945,302	14,690,064	16,091,587	14,641,320

Source: 2004 & 2005 data are actual data from audited financial statements; 2006 data is from preliminary unaudited financial statements; 2007 data is the budget adopted by the Municipal Light Board on January 9, 2007.

Town of Concord, Massachusetts

LIGHT FUND (Concord Municipal Light Plant)	FUND 62
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AUTHORIZED POSITIONS

			July 1, 2006-June 30, 2007		July 1, 2007-June 30, 2008	
			Fiscal Year 2007		Fiscal Year 2008	
Code	Position Title	Grade	# Positions	\$ Amount	# Positions	\$ Amount
5111	Superintendent	MP-13	1	105,036	1	105,236
	Engineering & Optns. Mgr.	MP-11	1	74,692	1	78,414
	Electrical Engineer	MP-8	1	60,244	0	0
	Assistant Superintendent	MP-7	1	70,590	1	70,590
	Business Administrator	MP-7	1	70,715	1	70,715
	Telecommunications Coord.	MP-7	1	60,135	1	60,135
	Civil Engineer	MP-5	1	59,078	1	59,167
	Energy Svcs.Comm. Admin.	MP-5	1	61,769	1	61,769
	Meter Supervisor	MP-4	1	58,294	1	58,368
	Utility Software Coordinator	MP-2	1	52,357	1	52,511
	Engineering Technician	MP-2	1	52,082	1	52,082
	Office Accountant	MP-1	1	44,776	1	44,776
	Sr. Administrative Assistant	ACL-7	1	43,848	1	45,054
	CAD Operator	ACL-5	1	41,593	1	42,741
	Sr. Account Clerk	ACL-4	1.75	66,214	1.75	67,729
	Department Clerk	ACL-3	2	79,304	2	80,179
	Line Supervisor	LA-10	1	78,399	1	80,737
	Lead Line Worker	LA-9	2	143,302	2	147,462
	Line Worker, Grade 1	LA-8	3	189,666	3	192,802
	Line Worker, Grade 2	LA-6	2	107,036	2	110,032
	Utility Electrician	LA-6	1	56,188	1	57,858
	Master Mechanic	LA-5	1	52,162	1	53,707
	Equipment Operator	LA-3	1	36,487	1	36,923
	Meter Technician	LA-3	1	45,325	1	46,661
	Meter Reader	LA-2	2	81,868	2	83,815
	Building Maintenance Cust.	LA-2	1	32,571	1	37,999
	Laborer/Truck Driver	LA-1	1	34,397	1	34,970
IS	Support-Technology Admin.	MP-8	0.20	14,250	0.20	14,268
IS	Support-Information Syst. Asst.	MP-2	0.20	9,551	0.20	9,551
	FTE Subtotals		34.2	1,881,928	33.2	1,856,251
	Line Worker Stand-by Pay		1,320 hrs.	36,585	1,320 hrs.	43,284
	Engineering Stand-by Pay			30,000		31,320
	Regular Salary Subtotals			1,948,513		1,930,855
	Allowance for Salary Increases			77,000		77,000
517X	Group Insurance:					
	Health, Life, Dental			148,000		160,000
	Retirement			290,000		268,940
	Soc. Sec. & Medicare Tax			21,300		22,000
5194	Clothing Allowance			3,600		3,600
	Salary Totals			2,488,413		2,462,395

Town of Concord, Massachusetts

LIGHT FUND (Concord Municipal Light Plant)	FUND 62
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DEBT SERVICE (\$)

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
* Long Term Debt (Cash Basis):				
Principal	580,000	580,000	475,000	535,000
Interest	190,682	166,090	150,310	158,913
Totals	770,682	746,090	625,310	693,913
 * Accrued Interest Expensed	 181,649	 154,514	 168,211	 156,438
 <i>* Including 3/1/07 bond issue.</i>				

PAYMENTS TO THE GENERAL FUND (\$)

	FY2005 Actual	FY2006 Actual	FY2007 Rev. Budget	FY2008 Estimate
Financial & Administrative Services:				
Town Manager's Account	69,594	73,100	76,428	77,159
Town Accountant:				
General Services	51,121	44,443	43,173	43,173
Audit Services	1,290	1,350	1,410	1,410
Treasurer-Collector	39,432	39,735	40,142	42,601
Finance Administration	26,910	28,249	28,961	33,509
Personnel Administration	21,063	23,785	27,757	27,165
Town House Facilities	4,610	4,802	5,039	5,040
Subtotals	214,020	215,464	222,910	230,057
 Natural Resource Protection:				
Planning	7,200	7,438	7,672	7,649
Natural Resources	14,592	15,036	15,230	15,255
Subtotals	21,792	22,474	22,902	22,904
 Landscaping @ Substations:				
Parks & Trees	3,000	3,000	3,000	3,000
GIS Administrator:				
CPW Engineering	2,556	2,697	2,846	2,851
 Totals	241,368	243,635	251,658	258,812
 Payment in Lieu of Taxes (PILOT)	340,000	340,000	340,000	340,000
Calendar Year of PILOT Payment	2004	2005	2006	2007

Town of Concord, Massachusetts

LIGHT FUND (Concord Municipal Light Plant)	FUND 62
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NET INCOME (\$)

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
Statement of Net Income:				
Operating Revenues	14,825,982	16,298,994	17,313,125	16,232,244
Less Operating Expenses	<u>(13,945,302)</u>	<u>(14,690,064)</u>	<u>(16,091,587)</u>	<u>(14,641,320)</u>
Operating Income	880,680	1,608,930	1,221,538	1,590,924
Plus:				
Interest & Dividend Income	95,673	242,954	404,394	491,000
Underground Surcharge	311,423	333,701	369,737	333,565
Other Income	<u>64,750</u>	<u>50,796</u>	<u>65,774</u>	<u>60,000</u>
Subtotals	471,846	627,451	839,905	884,565
Income before Interest Expense	1,352,526	2,236,381	2,061,443	2,475,489
Less:				
Interest on Bonds	(181,649)	(154,514)	(159,408)	(156,438)
Interest on Notes	0	0	(8,803)	(22,386)
Interest on Deposits	(9,033)	(11,576)	(8,702)	(12,100)
Amortization of Debt Expense	<u>(4,088)</u>	<u>(3,829)</u>	<u>(3,251)</u>	<u>(3,750)</u>
Subtotals	(194,770)	(169,919)	(180,164)	(194,674)
Less:				
Cum. Effect of Changing PPA Calc.	<u>(270,572)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Income	887,184	2,066,462	1,881,279	2,280,815

Town of Concord, Massachusetts

LIGHT FUND (Concord Municipal Light Plant)	FUND 62
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AVAILABLE RESOURCES (\$)

**Resources Available from Current Operations for Replacement and Renewal of Plant
(Not including Issuance of Debt):**

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
From:				
Depreciation Expense	1,178,262	1,193,876	1,273,084	1,308,667
Net Income	887,184	2,066,462	1,881,279	2,280,815
Subtotals	2,065,446	3,260,338	3,154,363	3,589,482
Less:				
Debt Principal Repayment	(580,000)	(580,000)	(475,000)	(535,000)
Payment in Lieu of Taxes	(340,000)	(340,000)	(340,000)	(340,000)
Subtotals	(920,000)	(920,000)	(815,000)	(875,000)
Net from Current Operations Available for Capital Purposes:	1,145,446	2,340,338	2,339,363	2,714,482
Cost of Plant @ Year End:	40,479,734	43,119,999	44,223,559	45,345,686
Net from Current Operations as % of Cost of Plant:	2.8%	5.4%	5.3%	6.0%
<u>Cost of Plant:</u>				
Beginning	39,972,404	40,479,734	43,119,999	44,223,559
Additions	3,169,330	2,936,274	1,833,736	1,546,000
Less Retirements	(2,662,000)	(296,009)	(730,176)	(423,873)
Ending	40,479,734	43,119,999	44,223,559	45,345,686

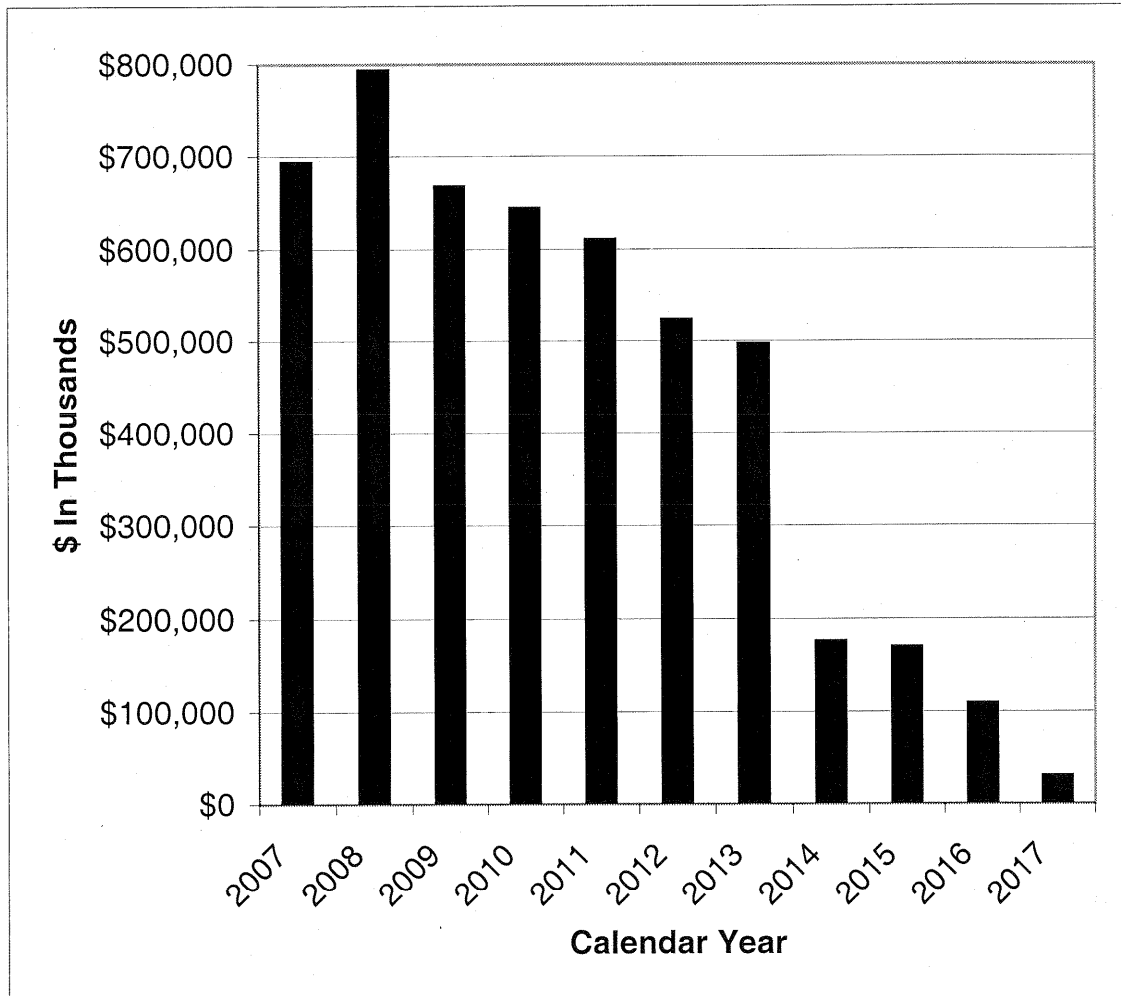
RATE OF RETURN (\$)

Rate of Return Analysis:

Calendar Year:	2004 Actual	2005 Actual	2006 Actual Prelim.	2007 Budget
Net Income	887,184	2,066,462	1,881,279	2,280,815
Less Debt Principal Repaid	(580,000)	(580,000)	(475,000)	(535,000)
Net Return	307,184	1,486,462	1,406,279	1,745,815
Cost of Plant @ Year End	40,479,734	43,119,999	44,223,559	45,345,686
% Return (Net Return ÷ Cost of Plant)	0.8%	3.4%	3.2%	3.9%

Light Fund Debt Service (\$)

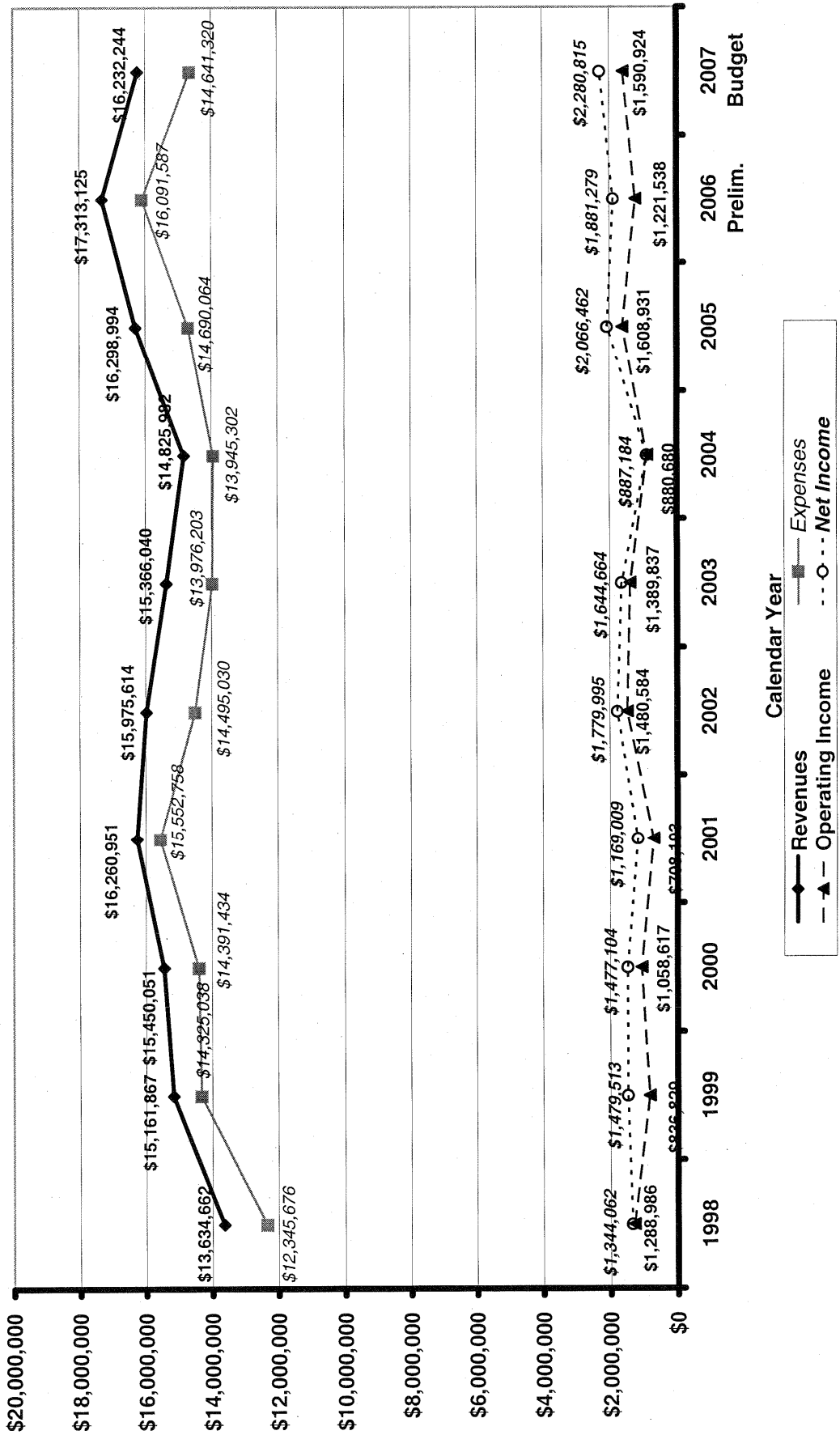
Calendar Year	Principal	Interest	Total
2007	535,000	158,913	693,913
2008	640,000	153,963	793,963
2009	540,000	127,832	667,832
2010	540,000	104,375	644,375
2011	530,000	80,715	610,715
2012	465,000	58,180	523,180
2013	460,000	36,887	496,887
2014	160,000	15,734	175,734
2015	160,000	9,547	169,547
2016	105,000	3,825	108,825
2017	30,000	600	30,600
Totals	\$4,165,000	\$750,571	\$4,915,571



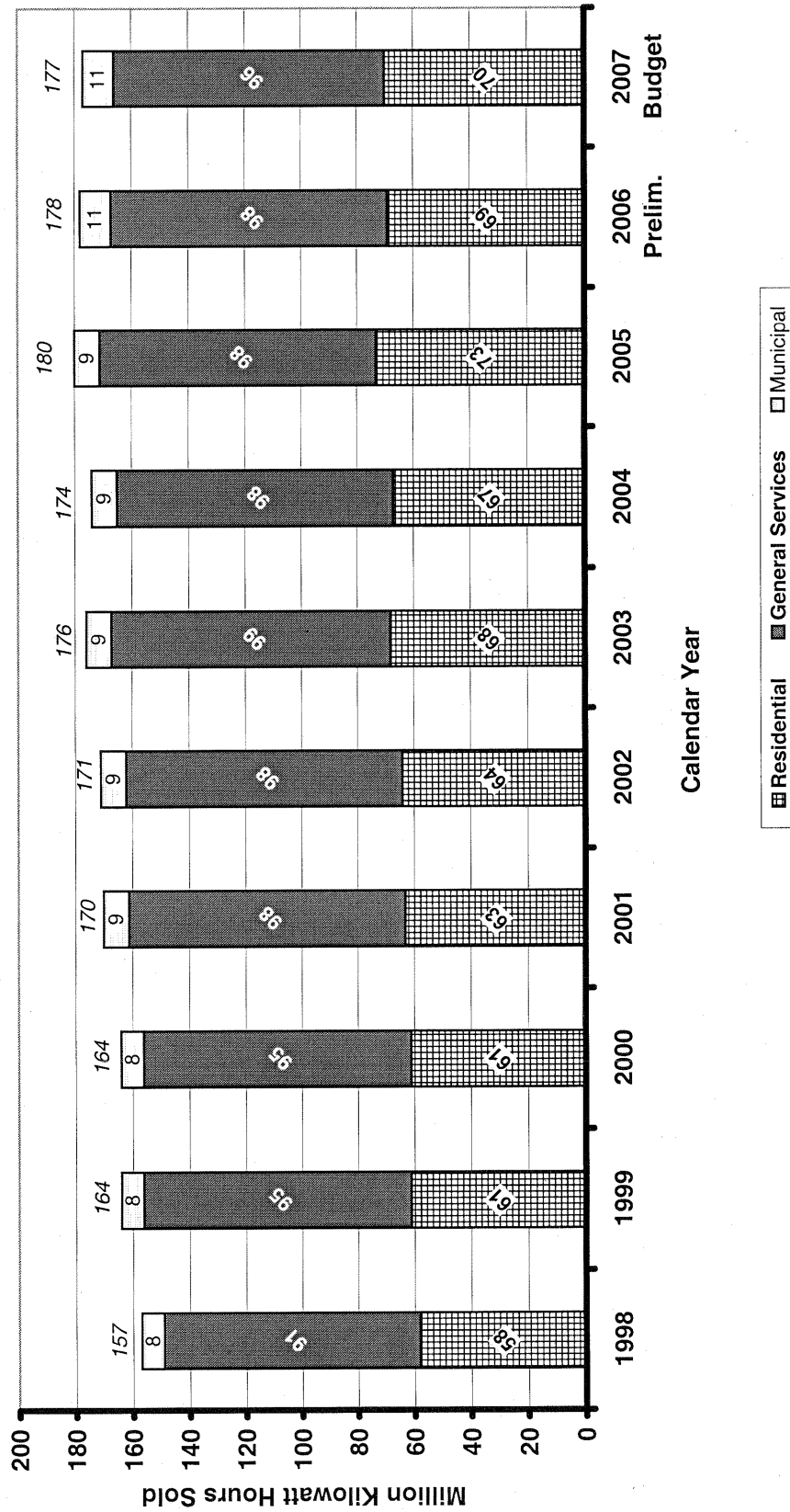
Concord Municipal Light Plant
KWHs Sold, Revenues, Expenses,
Operating Income, & Net Income
CY1998 - 2007

<u>Calendar Year</u>	<u>KWHs Sold (Millions)</u>			<u>Operating Revenues</u>	<u>Less Oper Expenses</u>	<u>= Operating Income</u>	<u>Net Income</u>
	<u>Resid</u>	<u>Gen'l Svcs</u>	<u>Mun</u>				
1998	58	91	8	\$13,634,662	\$12,345,676	\$1,288,986	\$1,344,062
1999	61	95	8	\$15,161,867	\$14,325,038	\$836,829	\$1,479,513
2000	61	95	8	\$15,450,051	\$14,391,434	\$1,058,617	\$1,477,104
2001	63	98	9	\$16,260,951	\$15,552,758	\$708,193	\$1,169,009
2002	64	98	9	\$15,975,614	\$14,495,030	\$1,480,584	\$1,779,995
2003	68	99	9	\$15,366,040	\$13,976,203	\$1,389,837	\$1,644,664
2004	67	98	9	\$14,825,982	\$13,945,302	\$880,680	\$887,184
2005	73	98	9	\$16,298,994	\$14,690,064	\$1,608,931	\$2,066,462
2006 Prelim.	69	98	11	\$17,313,125	\$16,091,587	\$1,221,538	\$1,881,279
2007 Budget	70	96	11	\$16,232,244	\$14,641,320	\$1,590,924	\$2,280,815

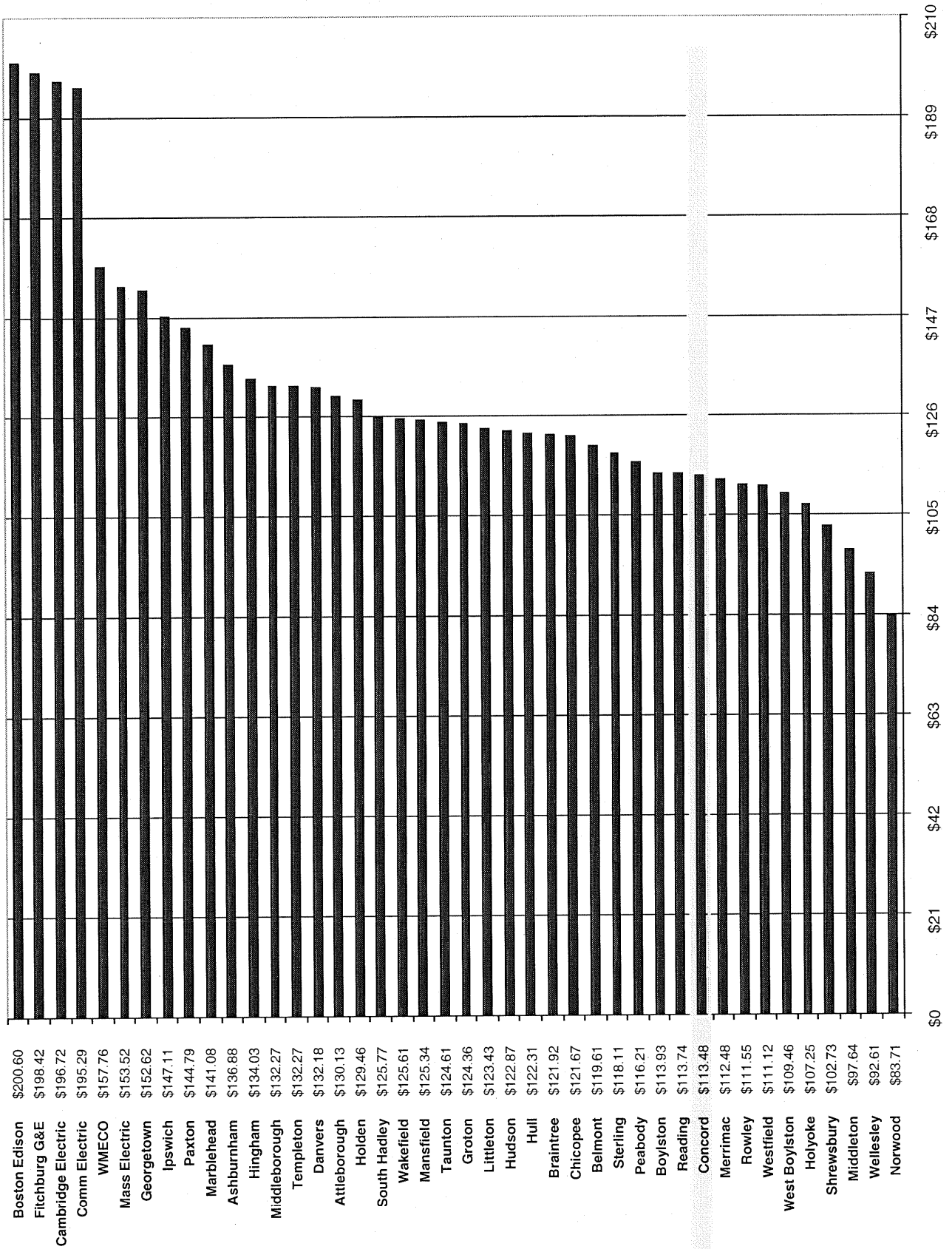
Light Fund
Operating Revenues, Expenses, & Income;
Net Income (\$)
CY1998 - CY2007



Light Fund (Concord Municipal Light Plant)
Sale of Electricity (Million kWh)
CY1998 - CY2007



**Residential Rate Comparison 1000 kWh
12 Month Average Rate (January 2006 - December 2006)**



**LIGHT PLANT
CASH FLOW PROJECTION, CY2007**

Line No.	Description (a)	Operating (b)	Customer Deposits (c)	Operating Reserve (d)	Rate Stab. Fund (e)	Other (f)	Subtotal (g)	Deprec. (h)	Undergrd. Fund (i)	Bond (j)	Totals (k)
1	Cash @ 1/1/07 (Est.)	\$3,972,453	\$244,572	\$1,130,000	\$1,131,824	\$510,582	\$6,989,431	\$889,675	\$2,165,624	\$0	\$10,044,730
2	ADD SOURCES:										
3	Depreciation Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$1,308,667	\$0	\$0	\$1,308,667
4	Underground Fund Surcharge	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$333,565	\$0	\$333,565
5	Operating Income	\$1,590,924	\$0	\$0	\$0	\$0	\$1,590,924	\$0	\$0	\$0	\$1,590,924
6	Other Income	\$60,000	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$60,000
7	Bond (Note) Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
8	Transfer to Rate Stab. Fund	(\$1,759,428)	\$0	\$0	\$1,759,428	\$0	\$0	\$0	\$0	\$0	\$0
9	Interest Earned ¹	\$345,000	\$0	\$0	\$0	\$0	\$345,000	\$51,000	\$95,000	\$0	\$491,000
10	Sources Subtotals	\$236,496	\$0	\$0	\$1,759,428	\$0	\$1,995,924	\$1,359,667	\$428,565	\$300,000	\$4,084,156
11	LESS USES:										
12	System Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$824,000	\$0	\$300,000	\$1,124,000
13	Underground Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$422,000	\$0	\$422,000
14	Bond and Note Interest Expense	\$178,824	\$0	\$0	\$0	\$0	\$178,824	\$0	\$0	\$0	\$178,824
15	Misc. Income Deductions	\$15,850	\$0	\$0	\$0	\$0	\$15,850	\$0	\$0	\$0	\$15,850
16	Replace Direct Underground	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
17	PILOT (to Town General Fund)	\$340,000	\$0	\$0	\$0	\$0	\$340,000	\$0	\$0	\$0	\$340,000
18	Bond Principal	\$535,000	\$0	\$0	\$0	\$0	\$535,000	\$0	\$0	\$0	\$535,000
19	Uses Subtotals	\$1,069,674	\$0	\$0	\$0	\$0	\$1,069,674	\$824,000	\$422,000	\$300,000	\$2,615,674
20	Cash @ 12/31/07 (Proj.)	\$3,139,275	\$244,572	\$1,130,000	\$2,891,252	\$510,582	\$7,915,681	\$1,425,342	\$2,172,189	\$0	\$11,513,212

¹ Interest on these funds is credited to the operating fund.

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